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www.wbcsd.org

www.wbcsd.org


Schedule on CSR for Organizations / Management

1. What is your understanding of Corporate Social Responsibility (CSR) and responsible business practices? What activities do they include?

2. How did you learn first about Corporate Social Responsibility (CSR)?
   1) Other companies
   2) Local NGOs
   3) Business associations
   4) Chamber of Commerce
   5) Media
   6) UN Global Compact
   7) Govt. initiative/ directive
   8) Other:

3. Please describe the Company Vision, Mission & Values and how do you align with CSR Vision with Company Objectives

4. What is your annual Budget/Expenditure for CSR at your company?

5. What are main focus areas of CSR at your company?

6. The largest share of your company is owned by whom?
   1) Public  2) Private  3) Both

7. How many people work in your company?
   1) <500  2) 501-1000  3) 1001-2500  4) 2501-4000  5) >4000

8. In terms of stability has your company experienced?
   1) financial viability > 5 years
   2) financial viability over 3-5 years
   3) financial viability over 1-3 years
   4) financial viability over 0-1 year
   5) some financial difficulties
   6) frequent financial difficulties
   7) No answer

9. Does your company engage in CSR initiatives (this means managing corporate activities in such a way as to produce a positive impact on society)?

10. Which of the below definitions describes CSR best in your opinion?
    (You may choose maximum 2 of the options provided below)
    1) CSR is a set of philanthropic activities a company carries out voluntarily on a sporadic basis in the local community
2) CSR is the commitment of a company to strictly abide to national labor and environmental laws
3) CSR is about promoting corporate fairness, transparency and accountability through a set of internal rules or processes by which businesses are operated, regulated and controlled
4) CSR is a collection of occasional philanthropic practices, gestures or initiatives motivated by public relations or marketing considerations
5) CSR is a comprehensive set of policies, practices and programs that are strategically integrated throughout business operations and decision-making processes to minimize the negative impact on the company's social and natural environment
6) CSR is a formal process of relationship management through which companies engage with their stakeholders to align their mutual interests
7) CSR is a concept aimed at achieving commercial success in a way that does not compromise the well being of its employees or the local community
8) CSR describes a decision-making process based on ethical values and compliance with legal requirements
9) CSR describes the way in which a company manages its economic, social and environmental relationships, and the way it engages with its stakeholders (including shareholders, employees, customers, business partners, governments and communities)

11. Please indicate whether you agree/disagree with following statements
   (Please put a right mark)

   Yes  No  None
   • CSR is a resource intensive and costly concept
   • CSR is rather the obligation of large multinational companies than of SMEs
   • CSR needs to be strongly promoted by government authorities
   • SMEs can only commit to CSR if resources are provided by the government or other institutions
   • CSR needs to be legislated to ensure a wide uptake
   • A responsible company is a firm that strictly abides to labor and environmental laws
   • Responsible businesses go beyond what is required by law to make a positive impact on society and the environment
   • CSR is an important prerequisite if a firm wants to enter into a business relationship with a Western company
   • CSR is an equivalent for corporate governance
   • CSR is an equivalent for philanthropy
   • CSR includes actions to protect the environment
   • SMEs can implement CSR only with the help of external
advisors

- CSR encompasses a set of activities companies carry out independently of their daily business operations
- CSR is a new fancy name for something that local companies have already been doing for a long time
- CSR is concept which is more important for companies located in developed than in developing countries
- CSR is more relevant for the manufacturing industries than for the service sector
- CSR is primarily motivated by public relations or marketing considerations
- CSR can lead to an increase in profits

12. What would in your opinion be the biggest obstacles to integrate CSR in your business operations? ( )
   1) lack of human resources
   2) lack of employee motivation
   3) lack of time
   4) unavailability of technology
   5) lack of know-how
   6) no support from top-management
   7) lack of funds
   8) no benefits expected from CSR
   9) Other:

13. Please indicate, whether in your opinion the below listed activities form part of CSR
   (Please put a right mark)

   - Waste separation
   - Involvement of employees in decision making processes
   - Introduction of codes of conduct
   - Offering free lunch to employees
   - Providing job possibilities to handicapped people
   - Offering training possibilities for employees
   - Installing air condition and heating systems at workplace
   - Sponsoring the local soccer team
   - Improving data collection, measurement and filing systems
   - Utilizing energy saving light pulps
   - Introducing anti-corruption policies
   - Prohibiting smoking at workplace
- Improving ergonomics of workers
- Measures to enhance employee motivation
- Reducing air pollution caused by company cars
- Employing women in management positions
- Enhancing the quality of products or services
- Installations to improve the isolation of office buildings
- Building play grounds or sport yards for the local community
- Introducing proper storing and inventory management practices
- Providing anonymous complaint mechanisms/platforms for staff
- Keeping workplaces and machines clean
- Developing non-financial reports for stakeholders
- Provide part time and home work arrangements for mothers
- Hiring staff belonging to ethnic minorities
- Entering into cooperation agreements with universities
- Investigating CSR commitment of potential business partners
- Cleaning procedures with reduced water consumption
- Introducing electronic filing systems
- Granting free days to employees for community work or blood donations
- Measures to reduce the level of noise and dust at workplace
- Developing incentive structures for best performing employees
- Reducing working hours to a minimum
- Reducing the need for artificial light at workplace
- Collecting sold products from customers after the product life span for recycling
- Providing small occasional gifts to officials dealing with company matters such as registration or permits
- Proper labeling of products
- Making regular donations to charities

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14. Please rate on a scale from 1 to 6 the importance of the below described activities/issues for a company that wants to engage in CSR. *(1 = very important, 6 = not important at all)*

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15. According to your opinion, what impact does CSR have on the following issues?

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<th>Medium Positive Impact</th>
<th>Huge Negative Impact</th>
<th>Medium Negative Impact</th>
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<td>Value added per employee</td>
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<td>Pricing</td>
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<td>Market access</td>
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<td>Market share</td>
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<td>Innovation</td>
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<td>Competitiveness</td>
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<td>Risk management</td>
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<td>Reputation of the firm</td>
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<td>Brand awareness</td>
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<td>Media presence</td>
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<td>Government relations</td>
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<td>Investor relations</td>
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<td>Credit and lending arrangements</td>
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</table>

16. Is there a trade union (or any other form of employee association) at your organisation? ( )
   1) Yes   2) No   3) No answer
   If yes, what issues should the trade unions be concerned with?

<table>
<thead>
<tr>
<th>Issue</th>
<th>Yes</th>
<th>No</th>
<th>No answer</th>
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<tbody>
<tr>
<td>Signing collective bargaining</td>
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<tr>
<td>Improving labor standards</td>
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</table>
If no, in your opinion, do you think that trade unions are important for SMEs? (  )

Yes  No  No answer
1) Yes  2) No  3) No answer

If yes, what issues should trade unions be concerned with?

If no, explain why:

17. Does your enterprise have collective bargaining? (  )
1) Yes  2) No  3) No answer

18. Describe briefly what benefits do you think your particular company could reap from engaging in CSR?

19. According to your opinion, what policies/practices/activities/initiatives/mechanisms exist in your company that belongs to the CSR domain?

20. What incentives would encourage your company to implement CSR practices? (  )
1) government financial incentives
2) free/subsidized counseling
3) concessional credit/matching grant schemes
4) award schemes
5) sponsored participation in fairs
6) linkages with larger firms
7) facilitated participation in business networks
8) Other:

21. Are you a supplier to large national or international companies? (       )
   1) Yes  2) No  3) No answer
   a) If you selected “yes”, have actual or potential buyers inquired about your CSR practices? What did these relate to? *(Please explain briefly)*
   b) If you selected “yes”, have actual or potential buyers placed specific CSR requirements on your operations? What did these relate to? *(Please explain briefly)*
   c) If you selected “yes”, have actual or potential buyers offered any specific support for your company to implement CSR practices? *(Please explain briefly)*

22. Would you hire a professional consultant/advisor to help your company deal with CSR in a strategic way?
   a) If the service was offered free of charge? (       )
      1) Yes  2) No  3) No answer
   b) If the service was offered for a market-based fee? (       )
      1) Yes  2) No  3) No answer
   c) If you selected “no” in any of the above, please briefly explain why not.

23. Would you be willing to dedicate specific working hours of staff to CSR related activities? (       )
   a) If you selected “yes”, please state roughly how many working hours you would dedicate to CSR per employee per month.
   b) If you selected “no”, please briefly explain why not.

24. Who is responsible for the maintenance of CSR activities provided by you?

25. After every CSR activity does your organisation take feedback:

26. How do you measure your organisation's CSR performance:

27. Do you involve in the maintenance of the CSR benefit provided by your organisation?

28. Do you audit the CSR efforts

29. Do you have interim tracking measures to evaluate CSR activities

30. Do you use any of the following methods in measuring CSR:
   a. CSR Checklist
   b. Balanced Scorecard
   c. CSR Audit
   d. Sustainability report
   e. CSR benchmarking
   f. Tripple bottom line Approach

31. Is CSR effort communicated to the stake holders

32. Do you publish a CSR report?
33. Do you have a CSR Department?
34. To whom is the person responsible for CSR reporting?
   a. CEO  b. Board c) PR d) HR
35. Are your company’s CSR initiatives integrated into?
   a) Your Product b) Market c) Corporate positioning d) Communication e) Your company’s strategy f) Completely separate?  G) others (please specify):
36. What positive effects does CSR implementation have on your company’s culture and operations?
37. Do you have a Historical Archive in your company?    Yes / No
38. How do you anticipate the focus of CSR changing in the future? Which issues/ areas do believe will gain in importance?
39. Does your company conduct research on future CSR activities?    Yes / No
   If yes with what kind of focus?
40. How do you prioritise for which CSR initiatives there is a need in society?
41. In relation to your CSR experience, which services do you think would be of benefit to your company?
   a) Training b) Briefings c) Publications d) Workshops e) Conferences f) Network contacts g) Case studies.
Schedule on CSR for Beneficiaries

1. Are you aware of the programs that ___________ is taking up?
2. Are the programs that ___________ is taking up, beneficial to you?
3. Are the programs that ___________ is taking up useful to you and the people in your village?

Educational Programmes

1. Are the students of Government/ Municipal / Panchyat schools receiving notebooks through ________________?
2. Is the distribution of notebooks to students of Government / Municipal / Panchyat schools through ________________ beneficial?
3. Did the programs that ________________ is taking up help in increasing the number of students attending school?

Healthcare Programmes

1. Are the monthly medical camps happening in your place of any benefit to you?
2. Are the medicines that are being distributed free of cost in the monthly medical camps of any use to you?
3. Are the medical camps being conducted at a convenient time for you?
4. Medical camps are scheduled for 2 hours, is this sufficient for you?
5. Is the venue of the medical camps clean and tidy?
6. Is the drinking water pipeline that Vikas setup in your village useful to you?
Sustainable livelihood

1. Were you part of the livelihood trainings that ____________ conducted?

2. What training programmes have you attended?

3. How far is the training that you attended financially beneficial to you?

4. Do the training programmes help you in any way to understand about the CSR programmes undertaken by ____________________________ or local Organizations?

Infrastructure Development

1. Did ________________ create any basic facilities for you? If yes, what are those?

2. Did setting up school buildings help in creating a pleasant environment for children to study and play?

3. Are the electric lights that ______________ setup working fine?

4. Are the electric lights useful to you?

5. Are the roads that ________________ laid out comfortable to you?
In-depth Interview Questions- On CSR for Executives

1. What are the current perceptions of CSR among a sample of organization executives?
2. What activities do the sample of organization conduct in the name of CSR?
3. What motivates this organization to practice CSR?
4. Which stakeholders do these organizations perceive to be important?
5. What decision making processes drive the CSR practices of these organizations?
6. How do these organizations communicate their CSR related messages to their stakeholders?
7. What resources are allocated or their CSR programmes?
8. How do these organizations evaluate their CSR practices?
9. What benefits have these organizations achieved in their CSR initiatives?

The questions 2, 4, 5 and 7 helps us analyze the activities, motivations, decision-making processes, stakeholders, and resources related to CSR.
### Public sector roles identified in the CSR literature

<table>
<thead>
<tr>
<th>Document</th>
<th>Governments considered</th>
<th>Theme/focus of document</th>
<th>Public sector roles identified</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sustainability et al. (2002)</td>
<td>Emerging market economies</td>
<td>Business case for sustainable development</td>
<td>Setting targets and enforceable minimum standards Facilitating stakeholder partnerships and voluntary initiatives Promoting internalization of costs Participating in codes of conduct (local and international)</td>
</tr>
<tr>
<td>Bell (2002)</td>
<td>Members of the G8</td>
<td>Role of governments in promoting corporate sustainability</td>
<td>Setting of vision and goals for the role of business in society Leading by example, especially public procurement Creating framework conditions (for the market) Fiscal policy (especially taxation) Promoting innovation</td>
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<tr>
<td>Zadek (2001)</td>
<td>None in particular</td>
<td>A new “Third Generation” CSR framework</td>
<td>Promoting concept of corporate citizenship Developing markets that encourage corporate citizenship Ensuring that business is accountable to civil society Negotiating and enforcing global principles and goals</td>
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<tr>
<td>OECD (2001)</td>
<td>OECD members</td>
<td>Development of voluntary business initiatives</td>
<td>Legal and regulatory incentives Tax incentives for NGO sector Issuing codes, publicizing initiatives that promote responsible practice</td>
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<tr>
<td>BPD (2002)</td>
<td>Developing countries</td>
<td>Benefits of tri-sector partnerships to governments</td>
<td>Ensure innovative and adaptable core standards Guidelines for reporting Stimulate dialogue on roles and responsibilities of actors Build internal capacity to participate in partnerships Ensure transparency and accountability of business</td>
</tr>
<tr>
<td>Committee of Inquiry (1999)</td>
<td>UK</td>
<td>Public policy to reinforce best business CSR practice</td>
<td>Economic instruments and incentives Brokering voluntary agreements and codes Leading by example Promoting good practice: education, advocacy Encouraging partnerships: in supply chains and between stakeholders</td>
</tr>
<tr>
<td>Authors</td>
<td>Location</td>
<td>Focus</td>
<td>Supporting Measures</td>
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</table>
| Leighton et al. (2002)   | California   | How can public policy support CSR: lessons for California             | Increase quantity and quality of company information  
                                |                           | Convener bringing together stakeholders  
                                |                           | Technical assistance to companies and citizen  
                                |                           | Promoting best practice in business  
                                |                           | Reducing unintended impacts of voluntary action re. trade  
                                |                           | Protecting consumer choice  
                                |                           | Encouraging business reporting  
                                |                           | Incentives for participation in voluntary initiatives  
| PIU (2000) (chapter 9)   | UK           | Enabling environment for voluntary action  
                                |                           | Promoting best practice in business  
                                |                           | Reducing unintended impacts of voluntary action re. trade  
                                |                           | Protecting consumer choice  
                                |                           | Encouraging business reporting  
                                |                           | Incentives for participation in voluntary initiatives  
                                |                           | Developing markets that encourage corporate citizenship  
                                |                           | Giving CSR a higher profile and coordinating across departments  
                                |                           | Promoting partnerships for setting standards  
                                |                           | Promoting international standards as basis for business reporting  
| CBSR (2001)              | Canada, UK, Denmark, the Netherlands | How can public policy support CSR: lessons for Canada  
                                |                           | Creating government departments and committees to discuss CSR  
                                |                           | Promoting international guidelines for business  
                                |                           | Initiating and supporting websites, networks, and multi-stakeholder partnerships to maximize positive impact of business  
| Nelson (2002)            | None in particular | Creating enabling environment for CSR: roles for government, companies, NGOs  
                                |                           | Develop a coordinated CSR policy, provide leadership, support research  
                                |                           | Identify minimum standards, establish regulation  
                                |                           | Cooperate with other governments  
                                |                           | Support voluntary initiatives and partnerships  
                                |                           | Apply fiscal policies  
                                |                           | Encourage disclosure  
                                |                           | Use public funds to lever private resources  
                                |                           | Include CSR in procurement and export credit guarantees  

a. Including product labeling, public procurement and contracting, fiscal policy (including pension fund rules).  
b. Through procurement, environmental management, reporting, employment practices.
Schedule on CSR for Organizations / Management

1. What is your understanding of Corporate Social Responsibility (CSR) and responsible business practices? What activities do they include?

2. How did you learn first about Corporate Social Responsibility (CSR)?
   1) Other companies
   2) Local NGOs
   3) Business associations
   4) Chamber of Commerce
   5) Media
   6) UN Global Compact
   7) Govt. initiative/directive
   8) Other:

3. Please describe the Company Vision, Mission & Values and how do you align with CSR Vision with Company Objectives

4. What is your annual Budget/Expenditure for CSR at your company?

5. What are main focus areas of CSR at your company?

6. The largest share of your company is owned by whom?
   1) Public
   2) Private
   3) Both

7. How many people work in your company?
   1) <500
   2) 501-1000
   3) 1001-2500
   4) 2501-4000
   5) >4000

8. In terms of stability has your company experienced?
   1) financial viability > 5 years
   2) financial viability over 3-5 years
   3) financial viability over 1-3 years
   4) financial viability over 0-1 year
   5) some financial difficulties
   6) frequent financial difficulties
   7) No answer

9. Does your company engage in CSR initiatives (this means managing corporate activities in such a way as to produce a positive impact on society)?

10. Which of the below definitions describes CSR best in your opinion?
   (You may choose maximum 2 of the options provided below)
   1) CSR is a set of philanthropic activities a company carries out voluntarily on a sporadic basis in the local community
2) CSR is the commitment of a company to strictly abide to national labor and environmental laws
3) CSR is about promoting corporate fairness, transparency and accountability through a set of internal rules or processes by which businesses are operated, regulated and controlled
4) CSR is a collection of occasional philanthropic practices, gestures or initiatives motivated by public relations or marketing considerations
5) CSR is a comprehensive set of policies, practices and programs that are strategically integrated throughout business operations and decision-making processes to minimize the negative impact on the company's social and natural environment
6) CSR is a formal process of relationship management through which companies engage with their stakeholders to align their mutual interests
7) CSR is a concept aimed at achieving commercial success in a way that does not compromise the well being of its employees or the local community
8) CSR describes a decision-making process based on ethical values and compliance with legal requirements
9) CSR describes the way in which a company manages its economic, social and environmental relationships, and the way it engages with its stakeholders (including shareholders, employees, customers, business partners, governments and communities)

11. Please indicate whether you agree/disagree with following statements
   (Please put a right mark)
   Yes  No  None

- CSR is a resource intensive and costly concept
- CSR is rather the obligation of large multinational companies than of SMEs
- CSR needs to be strongly promoted by government authorities
- SMEs can only commit to CSR if resources are provided by the government or other institutions
- CSR needs to be legislated to ensure a wide uptake
- A responsible company is a firm that strictly abides to labor and environmental laws
- Responsible businesses go beyond what is required by law to make a positive impact on society and the environment
- CSR is an important prerequisite if a firm wants to enter into a business relationship with a Western company
- CSR is an equivalent for corporate governance
- CSR is an equivalent for philanthropy
- CSR includes actions to protect the environment
- SMEs can implement CSR only with the help of external advisors
- CSR encompasses a set of activities companies carry out independently of their daily business operations
- CSR is a new fancy name for something that local companies have already been doing for a long time
- CSR is concept which is more important for companies located in developed than in developing countries
- CSR is more relevant for the manufacturing industries than for the service sector
- CSR is primarily motivated by public relations or marketing considerations
- CSR can lead to an increase in profits

12. What would in your opinion be the biggest obstacles to integrate CSR in your business operations? ( )
   1) lack of human resources
   2) lack of employee motivation
   3) lack of time
   4) unavailability of technology
   5) lack of know-how
   6) no support from top-management
   7) lack of funds
   8) no benefits expected from CSR
   9) Other:

13. Please indicate, whether in your opinion the below listed activities form part of CSR
    *(Please put a right mark)*

- Waste separation
- Involvement of employees in decision making processes
- Introduction of codes of conduct
- Offering free lunch to employees
- Providing job possibilities to handicapped people
- Offering training possibilities for employees
- Installing air condition and heating systems at workplace
- Sponsoring the local soccer team
- Improving data collection, measurement and filing systems
- Utilizing energy saving light pulps
- Introducing anti-corruption policies
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<tr>
<th>Yes</th>
<th>Uncertain</th>
<th>No</th>
<th>None</th>
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<tbody>
<tr>
<td>Prohibiting smoking at workplace</td>
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<td>Improving ergonomics of workers</td>
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<td>Measures to enhance employee motivation</td>
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<td>Reducing air pollution caused by company cars</td>
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<td>Employing women in management positions</td>
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<td>Enhancing the quality of products or services</td>
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<td>Installations to improve the isolation of office buildings</td>
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<td>Building play grounds or sport yards for the local community</td>
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<td>Introducing proper storing and inventory management practices</td>
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<td>Providing anonymous complaint mechanisms/platforms for staff</td>
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<td>Keeping workplaces and machines clean</td>
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<td>Developing non-financial reports for stakeholders</td>
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<td>Provide part time and home work arrangements for mothers</td>
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<td>Hiring staff belonging to ethnic minorities</td>
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<td>Entering into cooperation agreements with universities</td>
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<td>Investigating CSR commitment of potential business partners</td>
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<td>Cleaning procedures with reduced water consumption</td>
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<td>Introducing electronic filing systems</td>
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<td>Granting free days to employees for community work or blood donations</td>
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<td>Measures to reduce the level of noise and dust at workplace</td>
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<td>Developing incentive structures for best performing employees</td>
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<td>Reducing working hours to a minimum</td>
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<td>Reducing the need for artificial light at workplace</td>
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<td>Collecting sold products from customers after the product life span for recycling</td>
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<td>Providing small occasional gifts to officials dealing with company matters such as registration or permits</td>
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<td>Proper labeling of products</td>
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<td>Making regular donations to charities</td>
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14. Please rate on a scale from 1 to 6 the importance of the below described activities/issues for a company that wants to engage in CSR. (1 = very important, 6 = not important at all)

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<tr>
<th>Activity/Issue</th>
<th>1</th>
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<tr>
<td>Cleaning procedures</td>
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<td>Industrial Pollution</td>
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<td>Renewable energy sources</td>
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<td>National environmental law</td>
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<td>Sourcing policies/requirements</td>
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<td>Inventory management</td>
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<td>Gender-balanced work environment</td>
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<td>Working hours and over-time</td>
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<td>National labor law</td>
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<td>Social impact assessment</td>
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<td>Business ethics and transparency</td>
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<td>Taxes</td>
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<td>Corruption</td>
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</tbody>
</table>
- National criminal law
- Health and safety
- Employee satisfaction
- Work-life Balance
- Maternity privileges
- Level of noise and dust at workplace
- Ergonomics of workers
- Customer satisfaction
- Freedom of association
- Working atmosphere
- Training of employees
- Staff performance evaluation
- Management style
- Product quality
- Charity donations
- Stakeholder engagement
- Community work
- CSR assessment of business partners
- Cooperation with schools and universities
- Financial reporting
- Non-financial reporting
- International standards
- Certifications
15. According to your opinion, what impact does CSR have on the following issues?

<table>
<thead>
<tr>
<th>Issue</th>
<th>Huge Positive Impact</th>
<th>Medium Positive Impact</th>
<th>Huge Negative Impact</th>
<th>Medium Negative Impact</th>
<th>No Impact</th>
<th>None</th>
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</thead>
<tbody>
<tr>
<td>Operational costs</td>
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<td>Productivity</td>
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<td>Sales</td>
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<td>Revenues</td>
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<td>Customer satisfaction</td>
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<td>Quality</td>
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<td>Exports</td>
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<td>Employee turnover</td>
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<td>Absenteeism rate</td>
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<td>Value added per employee</td>
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<td>Pricing</td>
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<td>Market access</td>
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<td>Market share</td>
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<td>Innovation</td>
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<td>Competitiveness</td>
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<td>Risk management</td>
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<td>Reputation of the firm</td>
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<td>Brand awareness</td>
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<td>Media presence</td>
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<td>Government relations</td>
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<td>Investor relations</td>
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<td>Credit and lending arrangements</td>
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</tbody>
</table>

16. Is there a trade union (or any other form of employee association) at your organisation? ( )

1) Yes  2) No  3) No answer

If yes, what issues should the trade unions be concerned with?

- Signing collective bargaining
- Improving labor standards
• Increasing salary
• Trainings for employees
• Submitting claims
• Creating conditions for good corporate culture
• Decreasing working hours to minimum
• Granting free days to employees for community work or blood donations
• Informing employees about the corporate policy
• Social protection for employees
• Legal protection of employees

If no, in your opinion, do you think that trade unions are important for SMEs?

1) Yes  2) No  3) No answer

If yes, what issues should trade unions be concerned with?

• Signing collective bargaining
• Improving labor standards
• Increasing salary
• Trainings for employees
• Submitting claims
• Creating conditions for good corporate culture
• Decreasing working hours to minimum
• Granting free days to employees for community work or blood donations
• Informing employees about the corporate policy
• Social protection for employees
• Legal protection of employees

If no, explain why:

17. Does your enterprise have collective bargaining?

1) Yes  2) No  3) No answer

18. Describe briefly what benefits do you think your particular company could reap from engaging in CSR?

19. According to your opinion, what policies/practices/activities/initiatives/mechanisms exist in your company that belong to the CSR domain?

20. What incentives would encourage your company to implement CSR practices?
1) government financial incentives
2) free/subsidized counseling
3) concessional credit/matching grant schemes
4) award schemes
5) sponsored participation in fairs
6) linkages with larger firms
7) facilitated participation in business networks
8) Other:

21. Are you a supplier to large national or international companies? ( )
   1) Yes  2) No  3) No answer
   a) If you selected “yes”, have actual or potential buyers inquired about your CSR practices? What did these relate to? (Please explain briefly)
   b) If you selected “yes”, have actual or potential buyers placed specific CSR requirements on your operations? What did these relate to? (Please explain briefly)
   c) If you selected “yes”, have actual or potential buyers offered any specific support for your company to implement CSR practices? (Please explain briefly)

22. Would you hire a professional consultant/advisor to help your company deal with CSR in a strategic way?
   a) If the service was offered free of charge? ( )
      1) Yes  2) No  3) No answer
   b) If the service was offered for a market-based fee? ( )
      1) Yes  2) No  3) No answer
   c) If you selected “no” in any of the above, please briefly explain why not.

23. Would you be willing to dedicate specific working hours of staff to CSR related activities? ( )
   a) If you selected “yes”, please state roughly how many working hours you would dedicate to CSR per employee per month.
   b) If you selected “no”, please briefly explain why not.

24. Who is responsible for the maintenance of CSR activities provided by you:

25. After every CSR activity does your organisation take feedback:

26. How do you measure your organizations CSR performance:

27. Do you involve in the maintenance of the CSR benefit provided by your organisation?

28. Do you audit the CSR efforts

29. Do you have interim tracking measures to evaluate CSR activities

30. Do you use any of the following methods in measuring CSR:
   a. CSR Checklist
   b. Balanced Scorecard
   c. CSR Audit
   d. Sustainability report
   e. CSR benchmarking
   f. Triple bottom line Approach

31. Is CSR effort communicated to the stake holders

32. Do you publish a CSR report?
33. Do you have a CSR Department?
34. To whom is the person responsible for CSR reporting?
   a. CEO   b. Board c) PR d) HR
35. Are your company’s CSR initiatives integrated into?
   a) Your Product  b) Market  c) Corporate positioning  d) Communication e) Your company’s strategy f) Completely separate?  G) others (please specify):
36. What positive effects does CSR implementation have on your company’s culture and operations?
37. Do you have a Historical Archive in your company?    Yes / No
38. How do you anticipate the focus of CSR changing in the future? Which issues/ areas do believe will gain in importance?
39. Does your company conduct research on future CSR activities?    Yes / No
   If yes with what kind of focus?
40. How do you prioritise for which CSR initiatives there is a need in society?
41.In relation to your CSR experience, which services do you think would be of benefit to your company?
   a) Training  b) Briefings  c) Publications  d) Workshops  e) Conferences  f) Network contacts g) Case studies.
Schedule on CSR for Beneficiaries (Model)

1. Are you aware of the programs that ____________ is taking up?

2. Are the programs that __________ is taking up, beneficial to you?

3. Are the programs that __________ is taking up useful to you and the people in your village?

Educational Programmes

1. Are the students of Government/Municipal/Panchyat schools receiving notebooks through ___________?

2. Is the distribution of notebooks to students of Government/Municipal/Panchyat schools through ___________ beneficial?

3. Did the programs that ________________ is taking up help in increasing the number of students attending school?

Healthcare Programmes

1. Are the monthly medical camps happening in your place of any benefit to you?

2. Are the medicines that are being distributed free of cost in the monthly medical camps of any use to you?

3. Are the medical camps being conducted at a convenient time for you?

4. Medical camps are scheduled for 2 hours, is this sufficient for you?

5. Is the venue of the medical camps clean and tidy?

6. Is the drinking water pipeline that Vikas setup in your village useful to you?
Sustainable livelihood

1. Were you part of the livelihood trainings that ____________ conducted?
2. What training programmes you have attended?
3. How far is the training that you attended financially beneficial to you?
4. Do the training programmes help you in anyway to understand about the CSR programmes undertaken by ________________ or local Organizations?

Infrastructure Development

1. Did ________________ create any basic facilities for you? If yes, what are those?
2. Did setting up school buildings help in creating a pleasant environment for children to study and play?
3. Are the electric lights that ______________ setup working fine?
4. Are the electric lights useful to you?
5. Are the roads that ________________ laid out comfortable to you?
In-depth Interview Questions- On CSR for Executives

1. What are the current perceptions of CSR among a sample of organization executives?
2. What activities do the sample of organization conduct in the name of CSR?
3. What motivates this organization to practice CSR?
4. Which stakeholders do these organizations perceive to be important?
5. What decision making processes drive the CSR practices of these organizations?
6. How do these organizations communicate their CSR related messages to their stakeholders?
7. What resources are allocated or their CSR programmes?
8. How do these organizations evaluate their CSR practices?
9. What benefits have these organizations achieved in their CSR initiatives?

The questions 2, 4, 5 and 7 helps us analyze the activities, motivations, decision-making processes, stakeholders, and resources related to CSR.
<table>
<thead>
<tr>
<th>Document</th>
<th>Governments considered</th>
<th>Theme/ focus of document</th>
<th>Public sector roles identified</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sustainability et al. (2002)</td>
<td>Emerging market economies</td>
<td>Business case for sustainable development</td>
<td>Setting targets and enforceable minimum standards Facilitating stakeholder partnerships and voluntary initiatives Promoting internalization of costs Participating in codes of conduct (local and international)</td>
</tr>
<tr>
<td>Bell (2002)</td>
<td>Members of the G8</td>
<td>Role of governments in promoting corporate sustainability</td>
<td>Setting of vision and goals for the role of business in society Leading by example, especially public procurement Creating framework conditions (for the market) Fiscal policy (especially taxation) Promoting innovation</td>
</tr>
<tr>
<td>Zadek (2001)</td>
<td>None in particular</td>
<td>A new “Third Generation” CSR framework</td>
<td>Promoting concept of corporate citizenship Developing markets that encourage corporate citizenship Ensuring that business is accountable to civil society Negotiating and enforcing global principles and goals</td>
</tr>
<tr>
<td>OECD (2001)</td>
<td>OECD members</td>
<td>Development of voluntary business initiatives</td>
<td>Legal and regulatory incentives Tax incentives for NGO sector Issuing codes, publicizing initiatives that promote responsible practice</td>
</tr>
<tr>
<td>BPD (2002)</td>
<td>Developing countries</td>
<td>Benefits of tri-sector partnerships to governments</td>
<td>Ensure innovative and adaptable core standards Guidelines for reporting Stimulate dialogue on roles and responsibilities of actors Build internal capacity to participate in partnerships Ensure transparency and accountability of business</td>
</tr>
<tr>
<td>Committee of Inquiry (1999)</td>
<td>UK</td>
<td>Public policy to reinforce best business CSR practice</td>
<td>Economic instruments and incentives Brokering voluntary agreements and codes Leading by example Promoting good practice: education, advocacy Encouraging partnerships: in supply chains and between stakeholders</td>
</tr>
<tr>
<td>Author(s)</td>
<td>Location</td>
<td>Focus</td>
<td>Recommendations</td>
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<tr>
<td>Leighton et al. (2002)</td>
<td>California</td>
<td>How can public policy support CSR: lessons for California</td>
<td>Increase quantity and quality of company information&lt;br&gt;Convener bringing together stakeholders&lt;br&gt;Technical assistance to companies and citizen</td>
</tr>
<tr>
<td>PIU (2000) (chapter 9)</td>
<td>UK</td>
<td>Enabling environment for voluntary action</td>
<td>Promoting best practice in business&lt;br&gt;Reducing unintended impacts of voluntary action re. trade&lt;br&gt;Protecting consumer choice&lt;br&gt;Encouraging business reporting&lt;br&gt;Incentives for participation in voluntary initiatives</td>
</tr>
<tr>
<td>Aaronson and Reeves (2002)</td>
<td>Five EU governments</td>
<td>Public influence on CSR: lessons for US</td>
<td>Developing markets that encourage corporate citizenship&lt;br&gt;Giving CSR a higher profile and coordinating across departments&lt;br&gt;Promoting partnerships for setting standards&lt;br&gt;Promoting international standards as basis for business reporting</td>
</tr>
<tr>
<td>CBSR (2001)</td>
<td>Canada, UK, Denmark, the Netherlands</td>
<td>How can public policy support CSR: lessons for Canada</td>
<td>Creating government departments and committees to discuss CSR&lt;br&gt;Promoting international guidelines for business Initiating and supporting websites, networks, and multi-stakeholder partnerships to maximize positive impact of business</td>
</tr>
<tr>
<td>Nelson (2002)</td>
<td>None in particular</td>
<td>Creating enabling environment for CSR: roles for government, companies, NGOs</td>
<td>Develop a coordinated CSR policy, provide leadership, support research Identify minimum standards, establish regulation&lt;br&gt;Cooperate with other governments&lt;br&gt;Support voluntary initiatives and partnerships&lt;br&gt;Apply fiscal policies Encourage disclosure&lt;br&gt;Use public funds to lever private resources&lt;br&gt;Include CSR in procurement and export credit guarantees</td>
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</table>

a. Including product labeling, public procurement and contracting, fiscal policy (including pension fund rules).
b. Through procurement, environmental management, reporting, employment practices.